

MASCO

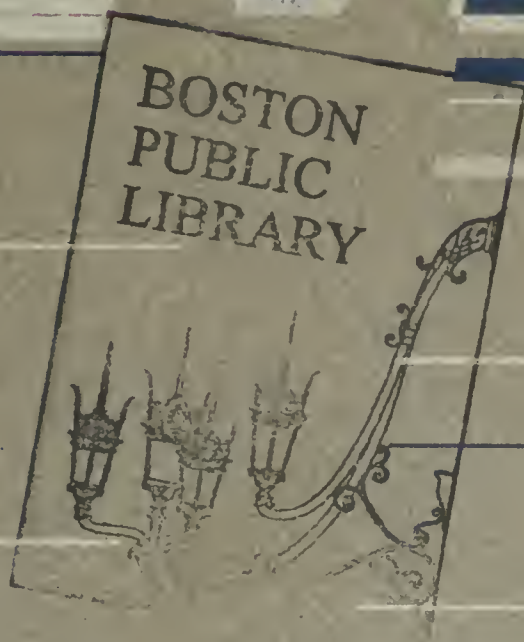
1986

MEDICAL AREA SERVICE CORPORATION

ANNUAL REPORT

GOVDOC

BRA  
4063  
1986



Boston's Beth Israel Hospital

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Brigham and Women's Hospital

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The Children's Hospital

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# Member Institutions

Dana-Farber Cancer Institute

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Emmanuel College

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Harvard University

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Joslin Diabetes Center

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New England Deaconess Hospital

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Massachusetts College of Pharmacy and Allied Health Sciences

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Simmons College

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The Winsor School

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Wheelock College

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## Introduction

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any country, and the path to a more secure future for all children and young people, requires a commitment to the values and principles that underpin the United Nations Convention on the Rights of the Child.

It is the responsibility of the United Nations Convention on the Rights of the Child, and the United Nations Committee on the Rights of the Child, to ensure that the Convention is implemented in a way that is consistent with the values and principles that underpin it.

The United Nations Convention on the Rights of the Child is a landmark document that sets out the rights of children and young people, and the responsibilities of adults to protect and promote those rights.

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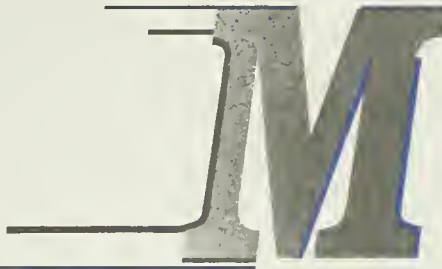
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# Introduction

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ASCO's history over the past 14 years has been an exciting one. Much has been accomplished since our beginning, more than could have been foreseen by our founders. Much, too, has changed.

A statement from the "Summary of Principal Features" of the *Articles of Organization* for the Medical Area Service Corporation summarizes MASCO's responsibilities as visualized in 1972 by representatives of our founding institutions.

"The purpose of the service corporation is to generate needed economies by consolidating services of a housekeeping variety for Harvard Medical School, the hospitals, and other institutions in its immediate vicinity."

The Summary goes on to say "... It is contemplated that the service corporation will take over the operation of the Vining Street parking lot and perhaps certain other parking functions. A centralized security force to be operated by the service corporation is under study."

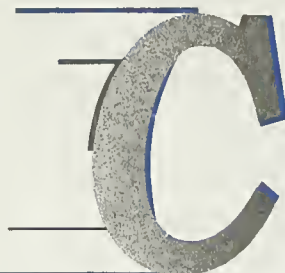
A comparison of the scope of activities "contemplated" for the organization in 1972 with those undertaken by MASCO as it exists today shows how much we have changed. Our growth reflects the degree to which we have been able to develop new programs and services to support our members, as well as to improve upon existing services. Our success in creating and implementing these services reflects the support and encouragement our member institutions have given us as we pursued ways in which to assist them in achieving *their* goals.

Much remains to be done. Both the LMA and the individual institutions are changing dramatically, increasing the need for an agent dedicated to support of the whole as well as the individual members. This is a role for which MASCO is ideally positioned ... to function on behalf of the institutions, enabling them to achieve greater effectiveness in certain areas of their operations. Effectiveness may be measured monetarily, as in the cost savings generated through many of our programs and services. It may also be enhanced by centralized representative functions such as our area planning and development and our parking and transit service activities.

Change ... progress ... success. Fiscal Year 1986 was a significant year for MASCO in our ability to improve and extend our services to the institutions of the Longwood Medical Area. It is a pleasure to present this review of our activities.

## Chairman's Letter

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change. It has become the way of life for healthcare and educational institutions today.

With the changes brought on by new regulatory constraints, healthcare providers have been compelled to focus increased time and attention on the cost-effectiveness of their services and, at the same time, maintain market share in a highly competitive environment. Educational institutions, faced with demographic changes that translate into decreasing enrollments, are finding themselves more vigorously pursuing an elusive market. For everyone, the days of "business as usual" are gone.

This state-of-affairs is not "somewhere else." It's here . . . now . . . in the Longwood Medical Area and is a major factor in the day-to-day business of every institution.

In addition to the growing financial constraints, the LMA itself is expanding dramatically, with new construction projects and increased vehicular and pedestrian traffic having a major impact on daily life.

What can be done that will enable the LMA to continue in its role as a world-renowned center for education and healthcare? How can we continue to attract the "best and brightest" educators, researchers and healthcare practitioners to the institutions that are the LMA?

The solution to these questions requires a philosophical change on the part of the individual institutions, a new approach to the manner in which they structure and provide the services that have helped make the LMA a world-renowned center for education and healthcare. And it can be expected to result in changes in the way in which the institutions interact in their day-to-day activities.

One such approach is that of institutional cooperation in area planning . . . everyone working together for the betterment of all. This demands a unity of purpose bringing all levels of the LMA to focus on mutual goals, developing a synergy whose strength will advance not only the individual institutions but the area as well. This is no simple task. And in some instances, it will be difficult for the individual institutions themselves to arrive at an agreement. In those cases, a third party may be very useful . . . an "agent" who brings in a nonpartisan viewpoint and who functions on behalf of everyone.

We are fortunate here in the LMA to have such an agent . . . the Medical Area Service Corporation . . . to assist us in this process. MASCO was created by the institutions of the LMA to serve as a "facilitator," a representative of them all. And it is in just such a situation as is facing the LMA today that MASCO can provide this much-needed assistance.

MASCO, too, has changed. This year we said farewell to Steve Tritman and welcomed Alan Shoolman as MASCO's new president. Steve built an impressive track record in the nearly six years that he led the organization. He came to us in 1980 with the fire and determination of a success-oriented leader. He took control of MASCO, gave the organization a sense of direction and purpose, and endowed it with his dynamic enthusiasm. He has laid a solid foundation upon which MASCO will continue to grow in value by serving the needs of the Longwood Medical Area.

We are delighted that Alan has joined us at this stage of our maturity. He brings a great deal of wisdom and experience to MASCO and the LMA from his many years with Unitrode and The MITRE Corporation. His knowledge of the strategic planning process, in particular, will play a significant role in his leadership of MASCO as he helps the company focus on ways to better serve its member institutions. Aiding in this development process is the fact that Alan is no newcomer to the healthcare world. He has volunteered his services for many years as a member of the board of directors of local hospitals, learning from those associations the opportunities and the problems that confront healthcare providers today.

The changes are many. The challenge remains. The momentum that has been initiated must continue. As the Longwood Medical Area grows, the need for an agent working on behalf of all members of the community becomes more evident. And the identity of the LMA as a homogeneous group of people, all working toward a common end, is growing in importance.

This is the mission for MASCO . . . to continue to be the agent fostering that cooperation . . . to assist in the development of that identity.



**C. VINCENT VAPPI**  
Chairman of the Board



## President's Letter

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he fiscal year which ended June 30, 1986, was a positive one for MASCO; gross revenues increased by 18 percent as compared with the prior year. The pre-tax profit was \$72,000 on revenues of \$14.6 million, very close to what had been budgeted. Although financial growth is an easy way to measure the success of a company, it is not the most appropriate measure of the value of a service company like MASCO, whose members are both clients and its chief source of support. MASCO's budget calls for a small net profit each year to insure that our members will not be called upon to underwrite losses we may incur in the delivery of services to them.

MASCO was originally formed to generate economies by consolidating services among the various institutions in the Longwood Medical Area. Our primary objective is to provide an increasing number of high-quality, cost-effective services to those institutions for whom we were created. As the needs of the institutions have changed, we have expanded our capabilities to support a wide range of services, which fall into three broad areas: Area Planning and Development, Parking and Transportation, and Support Services. The consistent increase in the size and scope of services delivered to our members is, to an extent, a measure of the quality and perceived value of what we do.

The staff at MASCO continually seeks out ways to improve or extend existing services. We explore new service opportunities with our members to determine that those services will make a positive contribution to the Longwood Medical Area by enhancing either institutional effectiveness, habitability of the area, accessibility, or the LMA's relationship with the surrounding communities.

The body of this report describes some of the past year's major accomplishments. In the area of Parking and Transportation, the most significant change this year was our decision to shift from contract bus services to a wholly-owned subsidiary to provide transportation to our members. This subsidiary, MetroBus, Inc., owns and operates 23 buses, has its own mechanics and its own garage, and has received permanent licensing from the Department of Public Utilities for both regular transportation and charter services.

The key accomplishment in Area Planning and Development was the progress in our negotiations with Temple Israel for development of a mixed-use building on Longwood Avenue to provide a major expansion of the parking capacity on the site as well as some office and retail space and a 150-child day care center. Design development has reached the massing concept and technical feasibility stage, and we anticipate that a lease will be signed with Temple Israel very soon.



The Support Services group has negotiated a number of new contracts offering savings to our members in areas which include the purchase of office furniture and medical textbooks. They have successfully added Simmons College to our shared Centrex telephone system, reduced the costs to our shared Centrex users by negotiating the purchase of AT&T telephone equipment, and selected the New England Telephone Centrex Facilities Based Pricing Option as the most cost-effective upgrade to our existing Centrex system.

This has been a good year, both for MASCO and for our members, for whose benefit we exist. The momentum must be continued, though, as the Longwood Medical Area continues to change and evolve. In addition to continuing our efforts to make the building at Temple Israel a reality, we expect to move the LMA child care center from its current location, which accommodates 57 children, to a new location near the LMA which is large enough to serve 70 children. We are moving to implement an improved and expanded system for both radio page and telephone answering service. We are generating a traffic and access plan for the LMA, which will integrate with an area-wide plan encompassing the Mission Hill, Fenway and Kenmore Square sections of the city. We are continuing to study the possibilities of an expanded public safety presence in the LMA with the help of our member institutions. We will continue to work with our healthcare members to explore economical and environmentally safe alternatives to solve their waste-disposal problems.

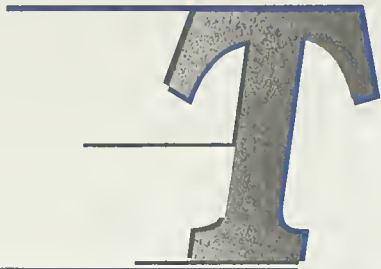
The vision of the LMA as a community of institutions working together for mutual benefit and success can become a reality. I look forward to playing a part in the attainment of that reality.



**ALAN R. SHOOLMAN**  
President and Chief Executive Officer

## *An Introduction to Our Services*

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he emphasis in our name . . . "Medical Area Service Corporation" . . . lies on the word "service."

All programs and services offered by MASCO focus on the needs of our member institutions. Therefore, MASCO's greatest challenge is to identify new programs that are responsive to those needs. Once the needs have been identified, we must then insure that we can develop and implement these programs in a high-quality, cost-effective manner.

Some of these programs and services are provided through contracts with third-party vendors. In other cases, we create the service in-house with our own staff. The major services performed internally include telecommunications, radio paging, telephone message and answering service, on- and off-site parking, transportation services, oxygen distribution, and employee and student support services. On the other side, the major services that are subcontracted are copy and print, travel, external security patrol, waste disposal, and elevator maintenance services.

We are also party to a number of contracts and agreements relating to the purchase of products and supplies for our member institutions. Currently those programs include medical gases, radioactive isotopes, surgical use products, and copy paper.

In all cases, our objective is the same . . . to provide these programs and services in the most cost-effective and efficient manner possible.

## *Services Provided or Sponsored by MASCO*

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- Adult Education
- Area Planning and Development
- Child Care
- Community Development
- Copy and Print
- Courier Services
- Elevator Maintenance
- Fitness Instruction
- Group Product Purchasing
- Hazardous/Infectious Waste Disposal
- Laboratory Testing
- Medical Area Security Patrol
- Medical Oxygen System
- Park and Ride Service
- Parking Management
- Personal Financial Planning
- Real Estate\*
- Rideshare (Carpool/Vanpool)
- Security Management
- Telecommunications
  - Shared Centrex Telephone
  - Radio Paging
  - Telephone Answering Service
  - Quality-of-Service Evaluations
- Temperature Control Repair and Maintenance
- Transportation Management
- Travel Agency

\*As of September 1986



# The Year in Review

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his past year saw a wide range of initiatives undertaken by all divisions, with benefits that will accrue to the entire Longwood Medical Area.

The following is a brief overview of our year's activities.

## **Area Planning and Development**

From pedestrian amenities to major construction to community relations, initiatives undertaken and completed by MASCO's Area Planning and Development Division touched on all aspects of life in the LMA.

Highlights of the year include the following:

- Construction of two custom-designed bus shelters with related landscaping to serve commuters traveling to and from the LMA. The first shelter, placed on Brookline Avenue across from Beth Israel Hospital, serves both Beth Israel and Simmons College commuters. The second shelter is located on Longwood Avenue adjacent to Harvard Medical School.

As vehicular traffic becomes more dense in the LMA, public transportation will play a critical role in alleviating congestion. Commuters to the LMA—employees, students, and visitors—must be encouraged to make use of available bus and rail transportation instead of their private automobiles. Such initiatives as these new shelters, offering attractive and comfortable surroundings, are one means of achieving that end.

- Implementation of the third phase of a pedestrian amenities system. This included additional improvements to Children's Park, an attractively designed and landscaped mini-park that has been enormously popular since its opening in the summer of 1985. Among other improvements were seating modules for the Countway Library plaza and for Simmons College. Each of these initiatives is intended to promote the "human" aspect of the LMA, to help make the LMA a community not just of buildings but of people.

- Completion of the Outer Loop Sign System on roadways under the jurisdiction of the Metropolitan District Commission (MDC). A total of nine signs have been installed on The Jamaica Way, The Fenway and The Riverway, customized with the MDC's colors of green and white, but similar in appearance to the blue and white directional signs that have gained popular approval in the LMA.

This signage program has been a continuing benefit to both employees and visitors alike in traveling to and from the LMA, and serves as an identification of the LMA as a distinct community. It is also viewed by the MDC as a pilot program for its own plans for a new system-wide signage system.

- Acceleration of the Temple Israel Project to the design development stage. This is a mixed-use development planned for what is currently a parking lot abutting properties owned by Temple Israel, Simmons College and the Winsor School. As presently conceived, the Temple Israel Project will provide office space and a 150-child day care center, in addition to a significant increase in parking on the periphery of the LMA.

- Publication of the *Open Space Framework*, a report describing current and future programs undertaken by MASCO in cooperation with member institutions. The "Framework" addresses open space planning and its integration into construction programming. It is intended to assist institutional planners in focusing on such goals as improving the visual and physical environment of the LMA, preserving and improving pedestrian access, planning for open space, and improving the LMA's sense of community.

- A unique public/private partnership initiative in the LMA, bringing together several area institutions with the dual purposes of helping improve safety in their community as well as preserve the life of several trees lining a major thoroughfare. The project, coordinated by

MASCO with the City of Boston's Parks and Recreation Department, involved pruning and cleaning up 60 shade trees lining Avenue Louis Pasteur. Institutions taking part were Brigham and Women's Hospital, Emmanuel College, Harvard Medical School and Simmons College.

- An increased emphasis on community issues, particularly the issue of hunger in the neighborhoods adjacent to the LMA, and on ways to address this very real problem. Initiatives included widely-publicized canned food drives at several LMA institutions and a forum featuring local political candidates presenting their strategies for addressing the hunger issue should they be elected to office. Contributions to the canned food drives enabled the Parker Hill/Fenway Neighborhood Service Center Emergency Food Pantry, whose constituency is directly adjacent to the LMA, to provide more than 5,500 meals during the year to families in need of emergency assistance.

### Access

A major objective for MASCO's Parking and Transit Services Division has been to identify ways by which to improve access to the LMA. Our most significant effort this year lay in the transit services area with the establishment of a transportation company to better serve MASCO members' needs.

- MetroBus, Inc., was incorporated in January 1986 as a wholly-owned transportation subsidiary of MASCO for the purpose of improving the quality of service while continuing to provide cost-effective transportation for our member institutions. In less than three months MetroBus, Inc., was able to:

- Acquire six additional vehicles;
- Hire, license and train 15 drivers;
- Hire a mechanic and fully equip a maintenance shop; and
- Locate and sign a lease for a 10,000 square foot bus garage.

MetroBus, Inc., applied for and subsequently received permanent licensing from the Department of Public Utilities to provide both regular transportation service and charter services. Receipt of this licensing completes the process of conversion to a private operation which meets the specialized needs of institutions within the LMA. Today, MetroBus, Inc., provides regular transportation services over four separate routes, carrying more than 4,000 passengers daily.

- This year MASCO also added what we hope will be an important transportation service to the Longwood Medical Area . . . the Allston Shuttle. Serving MASCO's Western Avenue Park and Ride facility, the shuttle also provides a direct bus service to the LMA for employees who live in Allston, Brighton, and the Coolidge Corner section of Brookline. This, in turn, offers the potential to reduce both the demand for parking in the LMA by residents of those areas and the amount of traffic moving into and out of the LMA.

- Employee parking continues to present a challenge. We were successful this year in achieving full use of the Wentworth Park and Ride facility, located off Columbus Avenue near Wentworth Institute of Technology. When this facility opened in April 1985, many LMA employees were reluctant to relocate; but the combined factors of reliable shuttle service to and from the lot, good security at the facility itself, and strong support by our members brought us to nearly maximum usage by the end of the year. With this successful utilization at Wentworth, we now manage more than 3,200 spaces in 16 parking facilities for LMA employees.

- One solution to the LMA's parking shortage is to encourage increased employee use of public transit services. In support of this goal, MASCO has been working with Massachusetts Bay Transportation Authority (MBTA) officials to improve the level and quality of "T" service to the LMA as a means of achieving greater ridership.

## **Cost Savings**

Continuing to assist member institutions in achieving economies in their purchasing and service needs was a major thrust for our Support Services Division during FY'86.

■ In the area of group purchasing, several new contracts were negotiated that provide significant savings over individually-negotiated costs for participating institutions:

—A contract with Rittenhouse Book Distributors, Inc., involves purchasing health science books on behalf of all MASCO healthcare institutions through a single distributor, rather than the multiple-source purchasing activity that had existed. In addition to our members, 30 other institutions throughout New England are participating.

—An agreement with Read-More Publications, Inc., enables MASCO members to work with a single vendor for all their subscription and periodical orders. This service creates operational efficiencies by grouping institutional orders under a single invoice with consistent start-up and termination dates.

—Member institutions now have available to them a contract for the purchase of office furnishings. The agreement, established through Peabody Office Furnishings, Inc., is a traditional group purchasing contract offering significant discounts and including design, installation and set-up of furniture for institutions affiliated with MASCO.

## **Telecommunications**

Considerable progress was made in telecommunications operations during FY'86. From the evaluation of ongoing services through the upgrading of existing communications networks, MASCO is working to provide participating member institutions with high-quality, cost-effective telecommunications service. Among the initiatives undertaken were the following:

■ **Radio Page:** In June 1986, MASCO entered into an agreement with Pro-Net Medical Communications to provide our radio page users with a new, state-of-the-art paging terminal in the second quarter of FY'87. This new system offers users a wider range of paging choices than are available with the present system. Features include tone-only, digital and alpha-numeric paging notification, as well as a voice message retrieval option which will automate the message-service functions that currently require individual operator assistance.

■ **Telephone Answering Service:** MASCO is currently negotiating with various suppliers for new telephone answering equipment. Among the benefits of this proposed system is the ability to tie it in with the radio page terminal so that operators will be able to perform all answering service and radio page activities from the same terminal. Subscribers will also have available to them more accurate usage data that will simplify their internal billing activities.

■ **Shared Centrex:** Simmons College joined MASCO's Shared Centrex system in June 1986, bringing the count to 11 institutions being served. The 360 new lines required by Simmons gives us a total line count of 4,700. In addition to this welcome addition of a new subscriber, we negotiated the purchase of both telephone equipment and internal wiring by Shared Centrex System users. This initiative will enable each institution to reduce its monthly telephone bills by nearly 20 percent, as well as to budget far more accurately for annual communications expenses.

■ **Centrex Facilities Based Pricing Option:** The pending conversion from conventional Shared Centrex System service to the Centrex Facilities Based Pricing will not only reduce subscribers' monthly line charges, but also provide, at no additional cost, central office features such as add-on conferencing and call transfer capabilities, as well as several different call-forwarding options. The long-term (seven-year) contract which MASCO negotiated assures subscribers of rate stability for the length of the agreement.



## A Look to the Future

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**S**ince our incorporation as an agent for the institutions of the LMA, we have made great strides in the development of programs and services that support our members' missions. As always, we are fully aware that much remains to be done.

We will continue to focus on initiatives that contribute to our members' effectiveness and are responsive to their needs for additional economies of operation. We will continue to work to improve the physical quality of the LMA through coordinated area-wide planning and development and access services. And we will continue to provide services that improve the quality of life within the LMA for employees and students of our member institutions.

Among our objectives for the coming year are the following:

- **Temple Israel Project**—Carry this important initiative to the detailed design phase; obtain approval from the Boston Redevelopment Authority and other City of Boston agencies.
- **Shattuck Street Mall**—Based on a recently-signed agreement with Brigham and Women's Hospital, Children's Hospital and Harvard Medical School, begin the development of Shattuck Street as a pedestrian mall incorporating new benches, tree and shrub plantings, and pavement treatment.
- **Area Signage**—Install gateway signs at key locations approaching the LMA to further establish identification of the area.
- **Open Space Framework**—Produce technical appendices to the Open Space Framework which will establish guidelines for such areas as handicapped access, bulb and annual plantings, and maintenance recommendations.
- **Area Improvement**—Complete first and second phases of street tree planting program by Spring 1987. Complete construction of two new mini-parks, one located on Children's Hospital property and the other at Beth Israel Hospital.
- **Traffic and Access**—Complete a traffic and access study which will include an analysis of existing traffic and parking conditions; projections of future conditions based on current and proposed land use; and identification of a mix of improvements to resolve traffic, parking and transit issues.
- **Transportation**—Locate a facility and establish permanent headquarters for MetroBus, Inc., completing the process for creating a fully-operational transportation subsidiary serving the LMA.
- **Joint Product Purchasing**—Continue to explore opportunities for programs and services that will make possible greater economies for our member institutions.
- **Telecommunications**—Identify a vendor to provide both repair and maintenance and moves and changes service more economically for subscribers.
- **Real Estate**—Finalize a proposal to provide full-service real estate rental and brokerage assistance to employees and students in the LMA.
- **Hazardous/Infectious Waste Removal**—In response to developing constraints on hospitals and other healthcare providers regarding disposal of their waste materials, continue to investigate alternatives for providing hazardous/infectious waste removal and disposal services for member institutions.

## Financial Overview

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The accompanying consolidated financial statements reflect the status of operations for the fiscal years ending June 30, 1986 and 1985. It is evident from these statements that our financial position remains strong. At year end, total assets were \$7.6 million and included current assets of \$2.9 million; of this last figure, 42 percent represents cash and marketable securities. Operating capital increased \$225,000 to \$1.2 million, and capital designated for Area Planning decreased \$180,000 to \$3.6 million by year end.

Gross revenue of \$14.6 million was 18 percent greater than in the previous year as a result of significant increases in Parking and Transportation and Support Services. A further breakdown of gross revenue shows 31 percent from Telecommunications, 30 percent from Parking and Transportation, and 33 percent from Support Services. This year marks the first time in our history that gross revenue is evenly distributed among the three major business segments.

Income from operations of \$66,000 reflects a 38 percent decrease from the previous year. Unexpected increases in insurance and recruiting costs were the primary reasons for this decline. Investment income of \$67,000 was offset by Area Planning depreciation expense, which increased \$50,000 over the previous year to the current level of \$61,000. Finally, net income before taxes of \$72,000 resulted in net income after taxes of \$59,000. This figure, although not as high as the previous year, when combined with depreciation of \$345,000 allowed us to contribute \$404,000 to working capital.

During FY'86, working capital increased \$130,000 to a balance of \$335,000 at June 30, 1986. The major factors contributing to this change were: net income and depreciation of \$404,000, transfer from Area Planning capital to support capital expenditures of \$166,000, expenditures for property and equipment of \$270,000, and reductions in long-term debt of \$175,000.

Capital designated for Area Planning decreased \$180,000. Investment income of \$329,000 was reduced by \$72,000 due to both realized and unrealized market value adjustments; however, including these adjustments, the final after-tax yield on our investments equalled seven percent. Total project expenditures were \$438,000. The major distributions included \$126,000 for the Temple Israel Project, \$90,000 for seating modules, \$35,000 for the Outer Loop Signage program, and \$42,000 for bus shelters.

## Comparative Balance Sheets

June 30, 1986 and 1985

(\$ in thousands)

| <b>Assets:</b>                     | <b>1986</b>     | <b>1985</b>     |
|------------------------------------|-----------------|-----------------|
| Current assets                     | \$ 2,937        | \$ 2,635        |
| Property, plant and equipment, net | 853             | 928             |
| Other assets                       | 3,781           | 3,921           |
| Total                              | <u>7,571</u>    | <u>7,484</u>    |
| <b>Liabilities and Capital:</b>    |                 |                 |
| Current liabilities                | 2,602           | 2,431           |
| Long-term obligations              | 167             | 296             |
| Capital—                           |                 |                 |
| Operating                          | 1,209           | 984             |
| Designated for Area Planning       | 3,593           | 3,773           |
| Total                              | <u>\$ 7,571</u> | <u>\$ 7,484</u> |

## Statement of Operations

For The Years Ended June 30, 1986 and 1985

(\$ in thousands)

|  |              |               |
|--|--------------|---------------|
| Gross revenue  | \$14,647     | \$12,393      |
| Less: Cost of goods and services<br>obtained as agent for others | <u>7,415</u> | <u>6,084</u>  |
|  | 7,232        | 6,309         |
| Operating expenses   | <u>7,166</u> | <u>6,202</u>  |
| Income from operations   | 66           | 107           |
| Non-operating income—  |              |               |
| Investment and other income                                      | 67           | 66            |
| Depreciation of contributed assets                               | <u>(61)</u>  | <u>(11)</u>   |
| Income before income taxes                                       | 72           | 162           |
| Provision for income taxes                                       | <u>(13)</u>  | <u>(9)</u>    |
| Net income   | <u>\$ 59</u> | <u>\$ 153</u> |



## Board of Directors

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**C. VINCENT VAPPI**

Chairman of the Board  
Chairman of the Board and CEO,  
Vappi & Company, Inc.  
Trustee and former Chairman,  
New England Deaconess Hospital

**ROBERT D. BRACE**

President  
Investors Bank and Trust Company  
Trustee, The Winsor School

**ROBERT F. BRADLEY, M.D.**

President  
Joslin Diabetes Center, Inc.

**DANIEL S. CHEEVER, Ed.D.**

President  
Wheelock College

**F. STANTON DELAND, Esq.†**

Partner  
Sherburne, Powers & Needham  
Chairman of the Board,  
Brigham and Women's Hospital

**SISTER JANET EISNER, SND**

President  
Emmanuel College

**JAMES M. FITZGIBBONS**

Executive Vice President  
Amoskeag Company  
Trustee, Simmons College

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Eaton Vance Corporation  
Chairman of the Board,  
Dana-Farber Cancer Institute

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President  
Massachusetts College of Pharmacy  
and Allied Health Sciences

**WILLIAM J. HOLMES, Ph.D.**

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Simmons College

**ARTHUR D. KIERNAN**

Vice President, Sales Planning  
The Gillette Company  
Trustee, Massachusetts College of Pharmacy  
and Allied Health Sciences

†Deceased

**JOHN P. LAWARE**

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Shawmut Bank of Boston  
Vice Chairman of the Board,  
The Children's Hospital

**RICHARD D. LEGGATT, Esq.**

Partner  
Bingham, Dana and Gould  
President, The Winsor School

**EDWARD B. LURIER**

General Partner  
Gryphon Ventures  
Trustee, Joslin Diabetes Center, Inc.

**LAURENS MACLURE**

President  
New England Deaconess Hospital

**HENRY C. MEADOW**

Former Dean for Management and  
Administration  
Harvard University

**H. RICHARD NESSON, M.D.**

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Brigham and Women's Hospital

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Chief Administrative Officer  
Dana-Farber Cancer Institute

**MITCHELL T. RABKIN, M.D.**

President  
Boston's Beth Israel Hospital

**ROBERT H. SCOTT**

Vice President for Administration  
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**ALAN R. SHOOLMAN**

President and Chief Executive Officer  
Medical Area Service Corporation (MASCO)

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President  
Massachusetts Lumber Company  
Chairman of the Board,  
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**PETER J. WALL**

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**LAWRENCE K. CHRISTIANSEN\***

Vice President, Parking and Transit Services

**GILBERT M. COSTA\***

Director, New Business Development

**RICHARD M. SHEA, JR.\***

Director, Area Planning and Development

\*As of September 1986





## *Officers and Senior Staff*

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- Executive Director**  
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[Address]  
[City, State, Zip]
- Secretary**  
[Name]  
[Address]  
[City, State, Zip]
- Treasurer**  
[Name]  
[Address]  
[City, State, Zip]
- Member at Large**  
[Name]  
[Address]  
[City, State, Zip]

[Name]  
[Address]  
[City, State, Zip]

[Name]  
[Address]  
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# MASCO

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